

Performance & Analytics



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Department Description

The Performance & Analytics Department, created in Fiscal Year 2015, is charged with improving the efficiency and effectiveness of the City's service delivery practices and management structures. The Department helps support the improvement of City operations through programs and initiatives, such as Open Data, Operational Excellence, Managed Competition, and Performance Management.

Open Data

The City is committed to the principles of open, accessible, and efficient government and the use of technology to help put those principles into practice.

The Open Data Program's purpose is to make City operations more transparent and accountable and allow the public to assist in identifying and creating tools and solutions for improving government services.

Empowerment, efficiency, and economic development are the main pillars of the Open Data Program:

- Residents, businesses, and visitors who use applications will be empowered and connected to their City because government information will be readily available.
- City employees will become more efficient since they will have immediate access to data across the City.
- Taxpayers will benefit from a more efficient government that is capable of providing high-quality public services most economically and efficiently through the use of data-driven decisions.
- Application engineers will be able to start businesses and help City customers by creating useful tools that contribute to the City's local economy.

Government data belongs to the taxpayer. By releasing information in consumable and reusable formats, the amount of time to respond to public requests for data can also be streamlined to the benefit of the public and City employees alike.

Operational Excellence

The City is committed to providing high-quality public services to taxpayers, residents, businesses, and visitors in the most economical and efficient manner. This commitment may be achieved via benchmarking, employee incentive

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programs, insourcing, outsourcing, and managed competition. The Performance & Analytics Department oversees implementation of operational excellence initiatives, such as the San Diego Works Program, providing internal consulting and training, and obtaining external expertise in select operations.

San Diego Works. In Fiscal Year 2015, Mayor Faulconer announced the new San Diego Works Program to challenge employees, labor organizations, and management to collaborate and submit cost-saving and operational streamlining ideas that will result in additional funding for neighborhood reinvestment. San Diego Works is a new chapter in the City's recent history of government reforms. The initiative proposes to spur innovative ideas that reduce operational costs or improve customer service by offering City employees rewards and recognition for outstanding proposals that save money or allow for enhanced services to taxpayers, with an emphasis on incorporating the improvements into the Fiscal Year 2016 Budget.

Managed Competition

Managed competition is a structured process, authorized by voters in 2006, which allows public sector employees to compete with contractors to deliver services, while maintaining quality and protecting the public interest. This strategy seeks to tap City employees' creativity, experience, and resourcefulness by providing an opportunity to structure organizations and processes in ways similar to best practices in the private sector.

The City has implemented four managed competitions: Publishing Services (Fiscal Year 2012), Street Sweeping (Fiscal Year 2013), Landfill Operations (Fiscal Year 2014), and Fleet Maintenance (Fiscal Year 2015). All four competitions were won by City employees and identified a cumulative total of approximately \$9.0 million in annual savings.

Performance Management

The City's performance management efforts integrate strategic planning and performance monitoring efforts with the budget decision-making process. The goal is to create a more strategically oriented organization that optimizes its operations to serve the City's residents in the most effective and efficient way possible. The City's performance management efforts are designed to infuse accountability for performance into City services at every level of the organization, as well as improve communication throughout the City, instill accountability, and support data-based decision-making. The strategic planning process begins with the formulation of the City Strategic Plan and continues with development and alignment of tactical plans at the branch and department levels.

To measure how well objectives are being met, the City uses performance indicators to show both workload and performance against expectations. These indicators help decision-makers understand how well the City is delivering its services and enables the City to quantify results for all departments.

As a result of the new City Strategic Plan, the City has a new set of citywide performance indicators that measure progress in achieving its goals and objectives. They can be found in the 'Performance Management' section of Volume I.

The Performance & Analytics Department's mission is:

To empower City employees and elected officials to serve the public through increased transparency, efficiency, and accountability

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Goals and Objectives

The following goals and objectives represent the action plan for the Department:

Goal 1: Facilitate a culture of continuous improvement

To achieve this goal, the Department intends to perform the following objectives:

- Encourage strategic and tactical planning
- Stimulate collaborative, creative problem solving
- Advance the knowledge of performance management tools
- Improve citywide efficiency and effectiveness

Goal 2: Promote data-driven accountability

To achieve this goal, the Department intends to perform the following objectives:

- Develop a citywide structure of accountability
- Champion the importance of collecting, managing, and using data

Goal 3: Increase transparency through open data

To achieve this goal, the Department intends to perform the following objective:

- Champion the sharing and publishing of data with the public and within the organization

Key Performance Indicators

Performance Indicator	Target FY2014	Actual FY2014	Estimated FY2015	Target FY2016
1. Amount of annual cost savings resulting from Managed Competition	\$12.2M	\$9.0M ¹	\$9.0M	\$9.0M
2. Percentage of departments preparing for publication of high-value data sets to the web portal	N/A ²	N/A ²	20%	20%

1. The \$9.0 million in cost savings is comprised of the following: Publishing Services: \$1.0 million; Street Sweeping: \$0.5 million; Landfill Services: \$3.5 million; and Fleet Services: \$4.0 million.
2. The Open Data Policy was adopted in December 2014. As such, there are no Fiscal Year 2014 targets or actuals to report on.

Service Efforts and Accomplishments

San Diego Works. In summer of 2014, the Performance & Analytics Department developed, successfully negotiated, and initiated the San Diego Works program. The new program has resulted in over 550 employees involved in submitting over 150 San Diego Works Proposals by the November 15, 2014 deadline. Proposal evaluation is currently ongoing, and the initial results of proposals to be implemented in Fiscal Year 2016 will be compiled and presented in May 2015. Additional efforts with regard to proposals that require a pilot program or study will continue in Fiscal Year 2016. The first award payments are anticipated to be issued in the first quarter of 2016 and will continue throughout Fiscal Year 2016 as proposals are implemented and results reviewed.

Other Operational Excellence Efforts. In December 2014, Performance & Analytics sponsored a Lead Six Sigma Green Belt training class, which introduced continuous process improvement principles to a cohort of 32 City employees representing 17 City departments. In Fiscal Year 2016, Performance & Analytics will facilitate additional

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training and continue to collaborate with this cohort to disseminate continuous process improvement throughout the City.

In Fiscal Year 2016, Performance & Analytics will initiate a review of the City's overarching policies and procedures. Staff will coordinate with internal stakeholders to formulate a streamlined set of governing documents to guide City employees in the conduct of their daily duties. Having an up-to-date and simplified set of processes, procedures, and work instructions will ease employee training and understanding of their duties in addition to providing a stable base against which to measure performance and implement future improvement initiatives.

Managed Competition. In February 2015, Mayor Faulconer initiated efforts to streamline the managed competition process based upon the recommendations of the Huron Consulting Group, led by nationally recognized government efficiency expert Stephen Goldsmith. In Fiscal Year 2016, the Mayor will meet and confer with recognized employee organizations with the goal of creating a more efficient managed competition process for both City employees and potential contractors.

Open Data. On January 2, 2014, the City Council approved Resolution No. R-308684 in support of creating an open data policy to allow for making City data available online using open standards. The Open Data Policy was developed and presented to the Economic Development & Intergovernmental Relations Committee on July 2, 2014, where it was unanimously approved. On December 16, 2014, shortly after Mayor Faulconer appointed the City's first Chief Data Officer, the City Council passed the Open Data Policy marking a significant milestone in the City's open government efforts.

The initial part of the Open Data effort as called for by the Open Data Policy is to understand the data the City of San Diego has, what databases it resides in, and how it is structured. The Performance & Analytics Department is working with departments across the City to build an inventory of data sets. This initial first step will create a central repository of data.

In Fiscal Year 2016, the City will publish technical guidelines for data management and engage with stakeholders to identify high-value data sets to include in the City's open data portal, set for launch by July 1, 2016. The City will also dedicate resources towards developing visualizations and tools for the public to navigate various City data.

Performance Management. In Fiscal Year 2015 Performance & Analytics, with the voluntary assistance of Dr. Ken Blanchard, facilitated the creation of a new City Strategic Plan for Fiscal Years 2016–2020. With its five-year lifecycle, it is designed to be evaluated annually and updated as necessary in order to respond to new challenges, expectations of City residents, and unexpected changes.

From September to December 2014, the strategic planning team, which included the City's Executive Management, spent over 200 hours developing each component of the City Strategic Plan. At each stage of development, each team member shared the content with key personnel from their respective departments. In addition, recognized employee organizations were also provided with opportunities to review and comment on the content being developed. The result, the Fiscal Year 2016–2020 City Strategic Plan, can be found in the 'Performance Management' section of Volume I.

In Fiscal Year 2016, Performance & Analytics will facilitate the development of branch and department tactical plans to ensure citywide alignment to goals, objectives, and performance indicators in the City Strategic Plan. Performance & Analytics will also develop a performance dashboard to provide additional transparency and information to decision-makers.

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Department Summary

	FY2014 Actual	FY2015 Budget	FY2016 Proposed	FY2015–2016 Change
FTE Positions (Budgeted)	0.00	8.00	11.00	3.00
Personnel Expenditures	\$ -	\$ 1,246,461	\$ 1,562,069	\$ 315,608
Non-Personnel Expenditures	-	190,745	309,068	118,323
Total Department Expenditures	\$ -	\$ 1,437,206	\$ 1,871,137	\$ 433,931
Total Department Revenue	\$ -	\$ -	\$ -	\$ -

General Fund

Department Expenditures

	FY2014 Actual	FY2015 Budget	FY2016 Proposed	FY2015–2016 Change
Performance & Analytics	\$ -	\$ 1,437,206	\$ 1,871,137	\$ 433,931
Total	\$ -	\$ 1,437,206	\$ 1,871,137	\$ 433,931

Department Personnel

	FY2014 Budget	FY2015 Budget	FY2016 Proposed	FY2015–2016 Change
Performance & Analytics	0.00	8.00	11.00	3.00
Total	0.00	8.00	11.00	3.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Addition of Program Coordinator Addition of 1.00 Program Coordinator and associated non-personnel expenditures to implement a user-focused customer service delivery model.	1.00	\$ 175,799	\$ -
Addition of Program Coordinator Addition of 1.00 Program Coordinator and associated non-personnel expenditures to assist the Chief Data Officer and support the City's open data efforts.	1.00	175,799	-
Resident Satisfaction Survey Addition of non-personnel expenditures for a resident satisfaction survey in support of the City's Strategic Plan and other performance management efforts.	0.00	80,000	-
Addition of Word Processing Operator Addition of 1.00 Word Processing Operator and associated non-personnel expenditures to provide support for performance management and open data efforts, and the City's operational excellence initiatives.	1.00	52,748	-
Equipment/Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	18,974	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	8,399	-
Addition of Training Expenditures Addition of non-personnel expenditures for annual training for staff.	0.00	5,000	-
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2015 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(82,788)	-
Total	3.00	\$ 433,931	\$ -

Expenditures by Category

	FY2014 Actual	FY2015 Budget	FY2016 Proposed	FY2015-2016 Change
PERSONNEL				
Personnel Cost	\$ -	\$ 738,803	\$ 1,053,519	\$ 314,716
Fringe Benefits	-	507,658	508,550	892
PERSONNEL SUBTOTAL	-	1,246,461	1,562,069	315,608
NON-PERSONNEL				
Supplies	\$ -	\$ 1,650	\$ 4,300	\$ 2,650
Contracts	-	165,490	257,776	92,286
Information Technology	-	619	19,593	18,974
Energy and Utilities	-	2,500	11,918	9,418
Transfers Out	-	20,486	15,481	(5,005)
NON-PERSONNEL SUBTOTAL	-	190,745	309,068	118,323
Total	\$ -	\$ 1,437,206	\$ 1,871,137	\$ 433,931

Personnel Expenditures

Job Number	Job Title / Wages	FY2014 Budget	FY2015 Budget	FY2016 Proposed	Salary Range	Total
FTE, Salaries, and Wages						
20001101	Department Director	0.00	1.00	1.00	\$59,155 - \$224,099	\$ 130,000
20001234	Program Coordinator	0.00	0.00	2.00	23,005 - 137,904	276,744
20001222	Program Manager	0.00	3.00	3.00	46,966 - 172,744	319,750
20000015	Senior Management Analyst	0.00	3.00	3.00	59,363 - 71,760	214,643
20000970	Supervising Management Analyst	0.00	1.00	1.00	66,768 - 80,891	80,891
20000756	Word Processing Operator	0.00	0.00	1.00	31,491 - 37,918	31,491
FTE, Salaries, and Wages Subtotal		0.00	8.00	11.00		\$ 1,053,519
		FY2014 Actual	FY2015 Budget	FY2016 Proposed		FY2015-2016 Change
Fringe Benefits						
	Employee Offset Savings	\$ -	\$ 17,334	\$ 9,856		\$ (7,478)
	Flexible Benefits	-	56,678	91,612		34,934

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	FY2014 Actual	FY2015 Budget	FY2016 Proposed	FY2015-2016 Change
Long-Term Disability	-	2,540	3,466	926
Medicare	-	10,711	15,276	4,565
Other Post-Employment Benefits	-	48,528	65,835	17,307
Retiree Medical Trust	-	169	1,574	1,405
Retirement 401 Plan	-	-	1,300	1,300
Retirement ADC	-	316,609	222,180	(94,429)
Risk Management Administration	-	7,576	11,759	4,183
Supplemental Pension Savings Plan	-	39,332	71,603	32,271
Unemployment Insurance	-	1,455	1,981	526
Workers' Compensation	-	6,726	12,108	5,382
Fringe Benefits Subtotal	\$ -	\$ 507,658	\$ 508,550	\$ 892
Total Personnel Expenditures			\$ 1,562,069	